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Abstract

The workshop on the Utilization of Women's Resources in the Young Men's Christian Associations (YMCA) in examining women's role in the organization undercovered much bias against women (especially with regard to leadership and competency) which impacted on personnel policies, organizational climate, programing, and relationships with the community. The arguments cited for women included the resource need, reduction of goal hypocrisy, the complementary experiences of women, and increased organizational efficiency. A uniform set of conditions were seen as an imperative for the successful performance of a woman executive including demonstration of competence on the national YMCA level, special skills training, and good salaries. An action program for increasing the role of women in the YMCA for five demonstration cities and the national organization recommended that: (1) there be active recruitment of women to fill vacant professional staff positions; (2) there be more adequate women's representation in the decision-making bodies at all levels; and that (3) progress reports be made over the next three years. The appendix is a statistical report of female YMCA employees as of 29 March 1968. (dm)

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Report of the Workshop on

The Utilization of Women's Resources

in the

Y M C A

Columbus, Ohio May 22.23, 1968

NATIONAL BOARD OF YOUNG MEN'S CHRISTIAN ASSOCIATIONS
291 BROADWAY, NEW YORK, N.Y. 10007

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Section I

DESIGN OF THE WORKSHOP ON THE UTILIZATION OF WOMEN'S RESOURCES IN THE YMCA

A Workshop on the Utilization of Resources of Women in the YMCA was held preceding the National Council meeting at Columbus, Ohio, May 22 and 23. This was in response to previous National Council action calling for direction-setting in work with women and girls, and to a subsequent recommendation from the Program Committee. The Planning Committee emphasized that the specific focus was to be on women's leadership in the YMCA and geared to the following purposes:

1. To explore the need for better utilization of women's resources in the YMCA.
2. To identify problems, road blocks and other factors hindering the utilization of women's resources in leadership positions.
3. To initiate the development of an on-going strategy of action which will increase the number of women in a variety of key professional and lay leadership positions at all levels within the organization, and which will provide for annual reports of progress to the National Council for the next three years.

Two resource consultants were engaged who assisted both in the planning and conduct of the Workshop:

Dr. David H. Jenkins, Director of Group Dynamics Center, Temple University

Miss Mary B. Settle, National Training Director of the American Red Cross

George E. Gullen, Jr., President of the National Council, played a key role throughout the workshop.

Selection of Workshop Participants

Several planning meetings were held prior to the workshop. At first a workshop focusing on attitudinal change seemed most appropriate. However, when the possibility of working with key demonstration cities was proposed the necessity for including action planning as it is influenced by attitudes and perceptions became apparent.

Five potential demonstration cities were invited to send teams composed of the General Executive Director and two additional executives from the Metropolitan staff, one a man and the other a woman. In locations where women were not yet employed in these positions another woman staff member was invited to participate. Local teams also included a regional, area or state and a national staff member. Demonstration cities included New York, Chicago, Detroit, Portland and Columbus, Ohio.

Two lay teams were invited, composed of the eight women members of the National Council and an equal number of male members of the National Board and National Council. The five women and two men who were able to participate were consolidated into one lay team.

Both YMCA colleges received invitations. Two women graduate students with a faculty member made up the Springfield College team.

Agenda Items

Copies of an analysis of female employees and lay people in the YMCA as of March 1968 were distributed to the workshop participants.* The data of that report highlight dramatically the meagre representation and second-class status of women in the YMCA. This condition has existed with little improvement for decades despite the fact that the National Council and other YMCA

* See Appendix

administrative bodies and committees have repeatedly issued statements calling for more effective implementation of standards which include better utilization of women's resources.

In a sequence of small group discussions three topics were assigned for consideration:

I. In general, as you consider the position of women in the YMCA executive and policy-making areas, what does the picture look like <u>from your particular situation?</u>

II. What do you perceive as the advantages, and the disadvantages, of women holding top executive or policy-making positions in the YMCA?

III. Can the following positions be filled by a woman:

1. Branch Executive
2. General Program Director
3. Adult Program Director
4. Youth Program Director
5. Physical Education Director
6. Membership, Public Relations Director
7. Camping Director

Group participants responded to the three questions in three ways: by stating their own opinions based on their experience as YMCA staff and laymen; by reporting what they believed to be generalizations supported (more or less) by many YMCA staff and laymen; and by examining the assumptions as they reflected the attitudes and perceptions commonly expressed in society in general. All three areas of response needed to be considered

in this effort to change the present status of women in the YMCA and increase the chances for women's participation in the leadership of the movement. It was noted from the discussions that prejudice, superstition, smoke, fire and smog darken the perceptions about the place of women in administrative and policy-making positions in the working world.

A listing and analysis of the statements yielded much significant and useful data for going to work on the problems. It was clear that there were inconsistencies, rationalizations, ambivalence and misconceptions that would have to be dealt with. These were discussed in small groups as well as by the total workshop, as participants struggled to derive a strategy that might help to clear the way for progress. It was seen that unless we take action now our system of work, thwarted by prejudice and superstition, will deprive the YMCA of a sorely needed input of talent and potential.

Action Steps

Field and local staff teams devoted the last bloc of time at the consultation to setting down some specific steps which participants were planning to put into action. These are listed in Section III of this report, which begins on page 16.

A lay team of members of the National Council, formulated a Position Statement, including Action Steps. These were presented to and accepted by the National Council at their annual meeting immediately following the Workshop, May 24 - 26, 1968.

SECTION II

SUMMARY OF SMALL GROUP DISCUSSIONS ON THE THREE TOPICS IN THE WORKSHOP DESIGN

Each small group discussion team had an assigned recorder. They made their reports on newsprint, listing the statements in the group which reflected controversy and inquiry, as well as a report of the undisputed facts seen by the group as relevant. These sheets were then fastened on the four walls of the large room for total group reaction and response.

The following summary was made by coordinating and organizing the material from these conference discussions. It is not intended as an instrument to provide the solutions. But because it focuses comprehensively on all the aspects of the problem brought out through this cooperative study by 43 participants in a two-day consultation, it can be a useful resource for any YMCA that sincerely intends to work toward its own solutions.

I. IN GENERAL, AS YOU CONSIDER THE POSITION OF WOMEN IN THE YMCA EXECUTIVE AND POLICY-MAKING AREAS, WHAT DOES THE PICTURE LOOK LIKE FROM YOUR PARTICULAR SITUATION?

The two consultants, Mary Settle and David Jenkins, reviewed the responses and organized them according to five general categories:

A. Attitudes, perceptions, assumptions, stereotypes
   (Responses in this category far outnumbered all others)
B. Personnel policies and practices
C. Organizational climate, working relationships and representation
D. Community and other non-YMCA relationships
E. Program

A. Attitudes, Perceptions, Assumptions, Stereotypes

(Many participants prefaced these statements with the explanation: "They say.....")

1. Leadership:

   a. There is clearly a concept that women in the Y fit into a limited leadership role.
   b. Leadership skills of women are not easily acknowledged. (Women's leadership is conspicuous on college campuses and yet not accorded the recognition it warrants as a demonstration of women's potential.)
   c. Women are seen as less experienced in developing relationships with indigenous community workers.
   d. Women are seen as not having had sufficient leadership experience to be candidates for top echelon positions.

2. Resistance to the professional woman is greatest by top professional staff.

3. Women are expected to behave like men as a condition for being granted leadership roles.

4. The unique resources that women may have are not valued in terms of what the YMCA is looking for.

5. Women themselves are inhibited from applying to men as candidates for positions. The concern may be their own, more than their prospective employer's.

6. Even women, on executive level in a position to hire staff, are accustomed to choosing men.

7. Women, given a choice of whom to apply to for a job, often apply to men rather than women - thus placing themselves under the traditional handicaps.

8. There is unwarranted concern about women's limited tenure on jobs - facts do not always bear this out.
   Women are viewed as restricted by the vicissitudes of their husbands' job situations (mobility, mainly).

9. Women are viewed as second class candidates to be considered only "out of desperation" in manpower shortages.

10. Women constitute their own block - downgrade their potential, and exercise little concern to extend their opportunities for advancement.

11. Executives sustain a middle-class image of women as essentially housewives.

12. A woman in an executive role often takes "kidding." This is humiliating and depletes her effectiveness.

13. Staff regard women on staff as eligible for limited roles only - "auxiliaries," money raisers, record keepers, etc.

14. Women professionals are given titles that denigrate the status of the work they do.

15. Fear of women as competitors is a factor at both staff and lay levels.

16. Bias against women operates subconsciously in many who are unaware they have it.

17. "Myth" that women's emotionality will get in the way.

18. Staff try to "guess" what board members and committee men are thinking, about using women, without verifying.

19. Reluctance to include women in the belief that their minority status will make them ineffective.

20. Failure to examine the vague tradition persistently held that women on the job would be less satisfactory.

B. Personnel Policies and Practices

1. Traditional approach by recruiters limits their effectiveness. This may be due partly to the fact that they themselves are lukewarm about attracting women to the jobs. Normal personnel placement procedures won't overcome narrow concepts about utilization of women's resources.

2. Belief that for women to be named as executives, a certain set of special conditions would have to be set up.

3. There's a double standard for the degree of competence required. "Women need to demonstrate more competence than men for a comparable position in order to qualify as a candidate."

4. Some job descriptions carried by recruiters have arbitrary restrictions against women.
   (Concern that this discrimination is openly breaking the FEPC law has not been fully acknowledged.)

5. Women's best chances come because of the unavailability of men. With manpower shortages, portfolios may be revamped. They are seen as candidates "out of desperation."

6. Women are offered beginning level positions with limited professional opportunities for training and advancement. Thus while initial entry may not be the problem, upward mobility usually is.

7. Women are seen as available at lower salaries than men.

8. Women already on the job are under-utilized for the more professional aspects; tendency to fill their hours with menial tasks and then see them as fitted only for these.

9. Top staff may be the chief block to hiring women.

10. A few women are hired as tokenism, without conviction that they validly belong on staff.

11. Need for young women to be restricted to shorter tenure for family reasons or husband's mobility is cited as an excuse to keep them out.

12. Availability of middle-aged women on a longer tenure is not recognized.

13. Qualified women graduates are blocked from getting required experience by not being hired because of "lack of experience."

14. Search for "generalists" as candidates puts more women at the bottom of the list.

15. Because jobs have been filled by men, they are seen as "men's" type of jobs.

16. Fear of some executives that women are <u>always</u> in greater danger than men in some urban settings needs to be examined.

C. <u>Organizational Climate, Working Relationships, and Representation.</u>

1. Limited opportunities are provided women, both lay and professional, to exercise supervisory or leadership roles.

2. Women behave in the organization as though they don't care about extending their own opportunity or utilizing their potential. Women who are involved in the organization are uncertain about their own aspirations and goals in the YMCA.

3. The name "Y.M.C.A." is a block.

4. Better evaluation of board responsibilities would reveal the contributions women on boards are making.

5. With low representation of women on boards and committees there is less back-up for professionals to introduce more women on staff.

6. In the present climate for organizational change there is still reluctance to accept a design for increasing number of women in the Y as a phase of change.

7. The Y still has many men and women who take a traditional view of the organization as men's preserve.

8. Associations have not yet accepted the fact that they are breaking the law, through discrimination against women in their hiring.

9. The burden to achieve involvement and prove themselves is placed too heavily on the women themselves. Actually this should be a responsibility of the organization.

10. Board and Committee representation:

    a. Token representation implies lack of respect and faith in the competence of those women present. This inhibits their effectiveness.

    b. Professionals make assumptions that men on boards and committees will not want women, without exploring the possibilities.

    c. Lay representatives are under-utilized for the skills, resources and influences they have available.

11. Percentage of women's total membership in the YMCA is not proportionately reflected in board and committee representation.

D. Community and Inter-organizational Relationships.

1. Concern about relationship with the YWCA seems to be a block in many communities.

2. The YMCA in many communities is not seen as an attractive place for local women candidates, either in staff or lay roles.

3. Acceptance of more women depends on the degree of manpower shortage in the community.

4. Position of the husbands in the community, their roles and needs, determine for many women how they will respond to an opportunity in the YMCA.

E. Program

(Note that the comments that classify under this heading, unlike most others, introduce a note of optimism.)

1. YMCA family program acceleration will effect the biggest change:

   - Women's leadership will be encouraged.

   - Women in family program will strengthen Y liaison with other community concerns.

   - More and more women will be needed to staff the program

2. The young adult program, open to non-Y women, opens up a new source for securing women who have leadership roles and skills.

II. ADVANTAGES AND DISADVANTAGES -- SMALL GROUP DISCUSSIONS

Each group submitted a report of what it believed were commonly perceived as advantages and disadvantages in having women in top executive positions on staff. Some statements listed by one group as advantages were listed by others as disadvantages.

In the pursuant discussion by the entire conference membership it was observed that what was perceived as a disadvantage was often not a tenable assertion. For example, that women are willing to reveal their emotions at a meeting, listed as a disadvantage by two groups, was seen by others at the workshop as healthy and useful. (a recent article makes the observation that women cry and men curse and both are clearly emotional responses.) Similarly, the conference participants observed that a "disadvantage" is clearly reversible. For example, they considered this disadvantage reported in several of the small groups: "Women create a threat to some men." In response to this the observation was made that inviting women to participate in a work situation where they deal with common goals, might be one way to develop better understanding, communication and working relationships between men and women, so that such a threat might be turned into creative conflict. Some advantages are based on unethical principles; for example, that women's salaries are lower.

To sum up - the statements reveal how attitudes get in the way, and point to the need for study of the <u>reasons for these attitudes</u>, if the YMCA is to make progress in increasing its use of women's resources in the Movement.

II. ADVANTAGES AND DISADVANTAGES

A. Assertions that Were Reported As Commonly Perceived to Be ADVANTAGES (Which Might or Might Not be Valid)

A Composite of the Reports from small groups

1. Benefits to the Association operations

   a. Women provide a needed resource, with the shortage of men.
   b. Membership of women and girls may respond and increase with more women on staff and lay positions.
   c. The programs that serve women and girls may improve if more Y women are in supervisory positions.
   d. Reduces the hypocrisy of goals, if women are utilized by the Movement.
   e. Women who return to work after the family is raised provide stability on staff and committees.
   f. Women's experiences in the community complement men's. This carries over into the organization and makes it more relevant.
   g. Family program is stimulated by the presence of more women in the Y.

2. Benefits to the community and to society

   a. Opportunity for men and women to grow in working relationships and consequently develop more effective relationships in society.
   b. Male-female staff and lay composition reflect a better image to the community.
   c. The Y that has both men and women in a variety of roles reflects the real world.
   d. Male-female relationship skills developed in the organization carry over to the community.
   e. Better public relations can follow employment and utilization of more women from the community.
   f. The YMCA serves society better by acknowledging the potential of women as it trains for and makes executive positions available.

3. Feminine qualities that increase effectiveness of the Movement

   a. Women add a different kind of creative approach.
   b. It is important to get a woman's viewpoint.
   c. Presence of women can be motivating to men.
   d. Women often show a high degree of dedication in their work.
   e. Women on staff help men understand their wives and daughters in a different way.
   f. The Y offers a richer environment by the presence of more women.

4. Budget

   a. Women are freer than men of budget commitments to the family.
   b. Women in lay positions perform many needed tasks where budget for salaries is not available.
   c. Women will work for less money (!!)

II. Advantages and Disadvantages (continued)

B. Assertions that Were Reported As Commonly Perceived to Be DISADVANTAGES (Which Might or Might Not Be Valid)

A Composite of the Reports from small groups

1. Career Attitudes

   a. Women frequently don't aspire to advancement in their working roles.
   b. Women are less certain about their career goals.
   c. Women exercise divided loyalties, between family and job.
   d. Women underestimate their potential and function below capacity.
   e. Men under-utilize women they employ, underestimating their ability.
   f. Men (and women) question often whether they seriously want the job.
   g. It's easier for women to decide to pull out when the going gets rough.
   h. Men expect women to devote themselves to petty details of the job.

2. Community and Society pressure

   a. A local Association may not wish to go counter to traditional attitude in that particular community - "Society is against it."
   b. In some communities there is concern about poaching on YWCA territory.
   c. Women themselves behave as a minority group.
   d. Strong resistance to women in men and boys programs by the community, as well as the Association.

3. Salary Standards

   a. Salary norms are pulled down if women join the staff.
   b. A double salary standard is fostered.

4. Relationships with Men

   a. Some men experience women as a threat to their own organizational security.
   b. Some men are uncomfortable working with women; their efficiency is impaired; and vice versa.
   c. It is difficult for men in subordinate positions to accept the authority of women.
   d. A good working relationship is restricted because of men's prejudices.
   e. Men dislike having their freedom to express themselves inhibited by the presence of women.
   f. Men object to women's emotionalism in the working climate.
   g. Men find femininity distracting.

5. Job Tenure

   a. Young women have short tenure due to breaks for family reasons.

II. Advantages and Disadvantages (continued)

b. Women are affected by their husbands' job mobility (whereas the reverse is rarely true).
c. Investment in women's training is resisted because of instability of tenure.

6. Physical problems

a. Women are thought to be physically handicapped for some jobs where strong muscles are an advantage.
b. Women are in greater danger, when working in the inner city.
c. There are sections of the building that must be kept off limits to women.

Each of the above statements in Section II stimulated discussion that reflected considerable self-examination. The effort to identify and explore these assumptions reported at the Workshop generated a determination by participants to break through the barriers and bring more women into the top level roles of the Movement.

III. CAN THE FOLLOWING POSITIONS BE FILLED BY A WOMAN?

What would have to be the special conditions, or what would have to change, if a woman is hired as:

1. Branch Executive
2. General Program Director
3. Adult Program Director
4. Youth Program Director
5. Physical Exucation Director
6. Membership, Public Relations
7. Camping Director

Each of the small discussion groups was assigned to consider the above question in relation to two or three of the list of seven management positions. In most cases their responses reflect the readiness of Workshop participants to promote an attitude that would be diligent and favorable toward all kinds of

III. Can The Following Positions be Filled By a Woman? (Continued)

experimentation to increase the number of women on Association staffs. In examining their reports it was evident that threading through these discussions there emerged a fairly pervasive, uniform set of conditions that were seen as imperative for the successful performance of a woman executive in every one of the seven job titles that were considered. They are summarized herewith.

1. There needs to be demonstration on the national level that women can perform in executive and policy-making roles in the YMCA.

   a. Employment of women on the National staff
   b. Inclusion of women on the National Board
   c. Employment of women in Area, State and Regional positions
   d. National emphasis in the total Association to "shape up"

2. Local support for the woman executive must be demonstrated by:

   a. The General Executive
   b. The local Board of Directors (integrated, male and female)
   c. The supporting committees

3. Constitution and Articles of Incorporation must be examined for needed changes.

4. A Public Relations pre-hiring strategy should be instituted to affect the climate among:

   a. Other Y staff
   b. Y laymen
   c. The local community

5. The presence of other women on the staff is supportive and affects the climate.

6. Special skills training should be offered, geared to the needs of women assuming executive or other leadership roles in the YMCA.

7. Offer salaries that attract competent and experienced professional women.

8. Recruit from the ranks, where women have already demonstrated their effectiveness in other Y positions.

9. Recognize that women who are hired for administrative jobs can have the staff assistance of men, especially for specialty jobs, e.g. a men's swimming program director.

SECTION III

ACTION STEPS

After two days of discussion in small groups and reconvening for reporting at general sessions, the participants dispersed to their own teams to formulate Action Steps. These were reported by the participants from the five demonstration cities: Detroit, Portland, Chicago, Columbus, New York; also from Springfield College and the General Agency Staff team. A lay committee team representing the National Council with the aid of National and Area/State executives formulated the position statement.

The Action Steps of the Workshop were reported at the National Council meeting on May 26, in Columbus, Ohio. The recommendations which are summarized in this Section were accepted by the National Council. Responsibility for staff leadership to implement these recommendations remains to be assigned.

ACTION STEPS - DETROIT

Five Year Objectives to Achieve Purpose

1. Lay Leadership:

   a. Recruit women for all YMCA Boards who have an interest and talent in helping the Association in its total Organizational and Management goals.

   b. Election of a woman President of the Metropolitan Board.

   c. Recruit women to assume Branch and Metropolitan Board leadership - a target of at least 1/3 of the total Board Membership.

   d. Include women representatives as Detroit delegates to the National Council of the YMCA's.

   e. Aggressively develop a working relationship with the YWCA of Metropolitan Detroit.

Action Steps (continued)

2. Professional Staff:

   a. Selection of a woman as an Assistant General Executive in the YMCA of Metropolitan Detroit.

   b. Employ a minimum of one woman as professional staff in each Branch.

Short Range Goals

1. Establish a Task Force at the Board Meeting in June, 1968.

   a. Selected lay and staff persons.

   b. Directed to develop a plan to implement the long range goals.

2. Procedures will include the following:

   a. Assessment of present resources of women involved in the YMCA.

   b. Develop through training programs a climate wherein these goals may be achieved more successfully. A wide variety of educational processes should be used with laymen and staff.

3. Report of progress will be made at the Lay Leadership Conference in September, 1968.

4. Plan procedures to accelerate action toward goal accomplishment.

ACTION STEPS - PORTLAND, OREGON

The Portland YMCA will continue its present open policy with regard to the utilization of the resources of women and men in the leadership of the Association.

The Association affirms that a balance of male and female resources in lay and staff leadership is desirable - and that equality of opportunity and responsibility shall govern its recruitment and employment policies.

ACTION STEPS - CHICAGO

Metropolitan Chicago YMCA - Our plan is to influence the design of a management training program, including actively selecting some women participants.

Action Steps (continued)

ACTION STEPS - COLUMBUS, OHIO

Columbus YMCA - The North Branch Staff of the Columbus YMCA cannot speak for Metropolitan Columbus. However, this is the commitment we are willing to make:

1. Help all staff members develop and operate in a climate which allows them to consider women as well as men for staff openings.

2. We will recommend to our Metropolitan Executive:

   That all boards include women in at least representative percentages based on women and girls in membership and program. These women should possess the same leadership qualities as male board members.

ACTION STEPS - NEW YORK CITY

Metro Staff to recommend:

1. Joint National Y.M.- Y.W. Committee to exchange information and experience.
2. Interchange of personnel lists with women's organizations.
3. Communicate with National Council urging creation of a female on top executive level--as an example to local staff.
4. Communicate with State Staff Executive urging creation of a female on top executive level--as an example to local staff.
5. Work to bring about change in composition of local Boards--more women.
6. Utilize the changed, more representative male-female Board as supportive to staff.
7. 3 Metro staff Executives in the state simultaneously each hire an experienced woman for a top Executive position.
8. Urge National Council to establish a key Executive position--for a woman Executive to deal with the whole issue of utilization of women's resources in the YMCA.
9. Metro Executive to assess the potential of all women on his staff--all levels--and help to motivate those with the most promise to work toward certification.
10. Urge National Personnel A.P.P.D. staff to include more women in their training of trainers program for A.P.P.D. certification.

Action Steps (continued)

ACTION STEPS - SPRINGFIELD COLLEGE

1. The YMCA should recruit for openings instead of recruiting "those interested in 'Y' work."

2. Personnel procedures for hiring should be clearly defined to candidates. Clear up the myth that papers of interested persons are circulated throughout the country. They now move out of National only upon request by a local or A/S office.

3. The current monthly listing of candidates looking for new positions which is sent to A/S personnel officer should be non-discriminatory. Data of age, race, sex, religion and marital status should be eliminated. Selected data could include name, position or type of work desired, and preferred geographical location, if specified. Full P.H.R. should be sent upon receipt of request.

4. In the data processing of listing candidates, coding system of type of work desired is restrictive. An open category should be created to include those who desire to be considered for more than one position or for any position for which they are qualified.

5. Stimulate thinking on part of prospective employers to possibility of hiring women.

6. College placement office should present to prospective employers women candidates for all job openings.

7. Elimination of "W. & G." title. Springfield graduates in Community Leadership are being educated to work with people.

ACTION STEPS - GENERAL AGENCY STAFF - GROUP I

1. Utilize women on a flexible working schedule while they raise their families; i.e. part time, evenings, week-ends; short-term projects. Then put them on full time when children are grown.

2. Provide career and vocational counseling for women now working in the YMCA who are interested in professional development.

3. Extend such counseling to colleges and high school seniors through material provided to the school career counselors.

4. Set up cross-disciplinary training ventures with such organizations as Girl Scouts, Camp Fire Girls.

5. Develop a management training course specifically geared to women managers.

6. Design a professional training program for women in the YMCA.

Action Steps (continued)

7. Urge YMCA executives to send more women to A.P.P.D. program for certification.

8. Add, in the curriculum of training programs for women, a discussion of utilization of women in the YMCA. Emphasize the need for a climate that appeals to women looking for an opportunity.

9. Communicate with business firms that engage professional women to gain from their experience: -- insurance companies, banks, etc.

10. Recruit women from the business world.

11. Include more women on constituent assemblies.

ACTION STEPS - GENERAL AGENCY STAFF - GROUP II

Persons in this group agreed to take responsibility for the following action:

1. Two pilot projects to identify women staff working in "Y" projects on the mainstream (inner-city projects, for example) and expose them (via a special conference or a printed piece) to the total YMCA and opportunities for women in it.

   In Region I -- Al Hollowell

   In Pennsylvania -- Wilfred Newell

2. Help the International Committee to identify the fact that it has a problem (i.e. women are only included in a token way) and begin to do something about it. Probably tie this to the problem it has with similar non-white tokenism.

   Calvin Sutliff

3. Personal exploration and investigation of attitudes and involvement of women in a cluster of associations in N.Y. State.

   Kenneth Eldridge

4. Program Services staff will share with the administrative staff what happened during this workshop.

   Winifred Colton

5. Compiling in one place the statistics on women in the YMCA, their tenure, salaries, etc.

RECOMMENDATIONS TO THE NATIONAL COUNCIL

The action steps recommended to the National Council on May 26, 1968 were prefaced by a position statement. The presentation as made by Mrs. Betty Smith, Eugene, Ore., on the floor of the Council, and officially accepted, was stated as follows:

We are a democratic organization. 27% of our membership is made up of women and girls. Women at both staff and lay levels are demonstrating outstanding leadership in many Associations. However, we feel there is a vast source of professional competence that is practically untapped.

In the light of this the following <u>Steps for Action are recommended;</u>

1. That the National Council urge the Association at all levels to seek to fill professional staff vacancies with women.

2. That the Nominating Committee of the National Council actively seek and elect women nominees to the National Board.

3. That the National Board take steps to increase the number of women on the at-large delegation to the National Council.

4. That areas, states and regions give priority to the election of women as delegates to the National Council.

5. That the National Board adopt a continuing three-year plan with annual reports to the National and the 1969 Convention, on the progress of the increased involvement of women at the professional and lay levels.

<u>NATIONAL COUNCIL ACTION</u>

MEETING, MAY 26, 1968

THE NATIONAL COUNCIL UNANIMOUSLY APPROVED THE ACTION STEPS RECOMMENDED BY THE PRE-COUNCIL CONSULTATION ON THE UTILIZATION OF WOMEN'S RESOURCES IN THE YMCA.

STAFF TEAM WORK GROUPS

CHICAGO, ILL.

Leigh Kendrick
Miss Jean Durades
Mrs. Yvonne Rish
Miss Anne Worthman
Albert E. Hollowell (Regional Staff)
Darwin Haines (National Board Staff)

COLUMBUS, OHIO

Gale Galbraith
Mrs. S. J. Bonham, Jr.
Miss Ann C. Kibble
Andy Brethauer (Area Staff)
John Copeland

DETROIT, MICHIGAN

C. Gerald Wood
Miss Rose Berberian
Charles M. Law
* Mrs. Elaine Murphy Read, Member Detroit YMCA Board of Directors
Jack Cole (State Staff)
Donald Case (National Board Staff)
* Lay Participant

NEW YORK, N. Y.

William A. Howes
Miss Mary Margaret Hull
James Whyte
Kenneth Eldridge (State Staff)
Calvin Sutliff (National Board Staff)

PORTLAND, OREGON

Sanford M. Reece
Wayne Ray
Miss Jean Coughlin
Meredith Mathews (Area Staff)
William Bolger (National Board Staff)

SPRINGFIELD COLLEGE

Edward F. Sandow, Director Administrative Services to YMCA Programs
Miss Joan Tyler, Graduate Student
Miss Mary Lord Brown, Graduate Student

LAY MEMBERS OF THE NATIONAL COUNCIL

Miss Nancy Wiedeman, New York State
Mrs. Ernestine Richards, Central Atlantic Area
Mrs. Betty Smith, Pacific Northwest Area
Mrs. Betty Hodgson, New York State
Mrs. Grace Panciera, New England Area
A. P. Bentley, Ohio Area
Joe O. Ellis, Pacific Northwest Area
Oscar T. Martin, Ohio Area
George E. Gullen, Jr. Detroit, Mich. President,
National Council of YMCA's

OTHER NATIONAL BOARD STAFF

Winifred Colton
Mrs. Charlotte Himber
John Fisher
Wilfred F. Newell

APPENDIX

(Refer to Page 2 of this report)

An Analysis of 196 Female YMCA Employees* As of March 29, 1968

Total number of female YMCA employees listed in Yearbook as of March 29, 1968		196
Total number of men YMCA employees		3,669
Analysis of the professional status of the 196 women:		
Group 2 - Non-Professional Program and Administrative aides	23	
Group 3 - In process of certification	74	
Group 4 - Certified Secretaries	45	
Unknown -	54	

Analysis by Major Position Titles

9 Administrative Positions
- **1 General Secretary, R. R. YMCA
- **1 Associate General Secretary
- **1 Assistant General Secretary
- 2 Executive Secretary, YM-YWCAs
- 1 Executive Secretary, YMCA
- 1 Associate Executive, YMCA
- 2 College Faculty

3 Business Secretary

20 Youth Work Positions
- 7 Youth Work
- 2 Associate Boys
- 1 Assistant Boys
- 1 Assistant Metropolitan Youth
- 5 Youth Community Extension
- 4 Youth Program

8 Physical Education
- 1 Physical Director
- 1 Associate Physical Director
- 2 Assistant Physical Director
- 1 Youth - Physical Director
- 3 Aquatic Director

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* Study Includes Group 2 Personnel Reported to Personnel and Management Services Division, YMCA

** Persons holding the three top positions are not certified

41 Program Secretaries
- 22 Program Secretary
- 1 Associate Program Secretary
- 4 Assistant Program Secretary
- 4 Director of Adult Education
- 1 Community Program
- 1 Government Project Supervisor
- 1 Program Coordinator - Detached Worker
- 3 Field Supervisors - Detached Worker
- 2 Counselling Director
- 2 Extension Work

92 Women and Girls
- 54 Women and Girls Secretary
- 3 Associate Women and Girls Secretary
- 6 Assistant Women and Girls Secretary
- 5 Women and Girls - Physical
- 24 Women and Girls Program

20 Special and General Agency
- 2 Director - Specialized Assignment
- 1 Financial Development
- 5 Public Relations
- 4 Director - Armed Services - U.S.O.
- 2 Associate Director - Armed Services
- 5 Program Director - Armed Services
- 1 National Staff

3 Unknown

Analysis by Salary Level

178 Females		3,865 Male and Female Combined* (not including Group 2)
Q-3	$7,300	$11,000
M	6,500	9,000
Q-1	5,500	7,500

Range $2,600 - $13,300

Analysis of Educational Level Reported

High School or less	-	5
Equivalent	-	8
B A	-	61
B S	-	56
B D	-	2
M A M E	-	17
M S	-	2
M S W	-	1
Some College	-	3
Not Reported	-	41

* From Salary Study 1968

Analysis by Age (160 Cases)

Q-3	-	44 Years 11 Months
Median	-	30 Years 6 Months
Q-1	-	24 Years 11 Months

Analysis By Major Religious Groupings Reported

(1) Protestant	134
(2) Catholic	10
(3) Jewish	1
(4) Unitarian/Universalist	6
(5) Russian Orthodox	1
(7) Greek Orthodox	1
(9) Personal Commitment Statement	1
Not Reported	42

Tenure in Present Position

Began Present Position	Tenure	Number of Cases	Percentage of Total
1968	Less than 1 Year	14	.071
1967	1 Year	68	.346
1966-1963	2 - 5 Years	70	.357
1962-1958	6 - 10 Years	24	.122
1957-1953	11 - 15 Years	6	.030
1952-1948	15 - 20 Years	1	.005
1947-1943	21 - 25 Years	3	.015
1942-1938	26 - 30 Years	0	-
1937-1933	31 - 35 Years	0	-
1932 and earlier	Over - 35 Years	1	.005
Not Reported		9	.045
Total		196	

Analysis By Total YMCA Experience in Years

Began YMCA Work	Tenure	Number of Cases	Percentage of Total
1968	Less than 1 Year	11	.056
1967	1 Year	59	.301
1966-1963	2 - 5 Years	65	.331
1962-1958	6 - 10 Years	25	.127
1957-1953	11 - 15 Years	12	.061
1952-1948	15 - 20 Years	8	.040
1947-1943	21 - 25 Years	9	.045
1942-1938	26 - 30 Years	1	.005
1937-1933	31 - 35 Years	1	.005
1932 and Earlier	Over - 35 Years	2	.010
Roster Date Not Reported		3	.015
Total		196	

Analysis By Classification

	Group 2	Group 3	Group 4	Unknown	Total
Caucasian	22	69	41	-	132
Oriental	-	1	-	-	1
Negro	1	4	4	-	9
Unknown	-	-	-	54	54
Totals	23	74	45	54	196

W.Colton
5/68

Women on Boards, Committees and Councils

Local Statistics Taken From YMCA Yearbook, 1967

7.7 percent of members of Boards of Directors were women (3,699)

27 percent of total YMCA membership were female (885,300)

25 percent of total boards, committees, councils were female (278,351)

1 woman on the Board or Committee of Management for each 100 women members

4 men on the Board or Committee of Management for each 100 men members

Quote from Yearbook -

"The YMCA is not fully utilizing the leadership potential of women at top policy-making levels and in professional positions."

There are no women on the National Board
3 women serve on the International Committee
7 women serve on the National Council out of a total membership of 365 members

W.Colton 5/68

Mrs. Martin Luther King, Jr.
234 SUNSET AVENUE, NORTHWEST
ATLANTA, GEORGIA 30314

ERIC Clearinghouse
OCT 7 1969
on Adult Education

October 15, 1968

Miss Winifred J. Colton
National Council of the YMCAs
291 Broadway
New York, New York 10007

Dear Miss Colton:

As one who wrote expressing interest in the idea of womanpower at work in our nation, you will be interested to know that the response on the part of many individuals across the nation has been indeed heartening. Both men and women have written to tell me of their support and encouragement. I am sorry that the pressure of events has made it impossible for me to reply sooner to your much appreciated letter.

The idea of utilizing womanpower in more creative ways as we work toward building a world of peace, justice, and brotherhood is one to which I have given serious thought over a period of years. Early in the struggle, as we challenged old patterns of injustice in Montgomery, I began to realize that women have a special role to play in confronting the evils of our day and a special stake in transforming our society into an environment where children may live and develop into contributing human beings.

I was glad to know of your own concern, and it is my hope that out of this kind of sharing may emerge a sense of direction which will give shape and structure to the potential within our power. Certainly, in the meantime, we can each continue to speak and to act in whatever ways open to us. In the ongoing organizations of which we are members, we can raise our voices more forthrightly and honestly, we can work to focus attention on the crucial issues of our day, we can function as catalysts in the struggle for a more just society.

In this effort we will be sustained and uplifted by the knowledge that we are united in a spiritual bond of fellowship with others in a "Campaign of Conscience." The inner voice will prompt us to find avenues for service which are productive rather than merely time-consuming, imaginative rather than stereotyped, and on the cutting edge rather than peripheral to the glaring injustices which exist in terms of poverty, racism, and war.

We are maintaining a file of those persons who expressed interest in a more effective use of womanpower and will inform you of any developments regarding possible organizational steps. Thank you again for your letter and for your expression of concern.

Sincerely yours,

Coretta Scott King

Mrs. Martin Luther King, Jr.